

# USS Nashville—A Model Prevention Program

Several things have influenced NASHVILLE's turn around on the waterfront but the most significant contributor has to be a "Top- Down" sincere commitment to setting sailors up for "Life" and a successful Naval career. NASHVILLE accomplished this objective by establishing and enforcing standards, training the trainers and implementing several "people programs" designed to help the sailor succeed. Three of the Programs (Command Mentorship and Alcohol/Drug Deglamorization, and the emphasis on the Command Urinalysis Program) are essential ingredients to the overall success of the Command.

NSH has implemented numerous programs to develop/improve the Sailor (Sponsor Program, Mentorship, Advancement Preps, PFA Improvement, Advanced Education, etc...) and these programs are serious and have the buy-in of the entire Command. NSH isn't just paying "lip service" to sailor improvement. We live and breathe it every day and the results have been stunning with improved sailor performance and morale across the board!

## **Mentorship Program**

The NASHVILLE's Mentorship Program is a robust three PHASE mentorship program, established in Nov 02, whose mission statement is, "Using Leaders of Today to Form Leaders of Tomorrow". PHASE One and Two of the program is overseen by the Command Master Chief and a Program Coordinator selected from the CPO Mess. The Program Coordinator in conjunction with the First Class Petty Officer Association and the Warfare (SW/AW) qualified Second Class Petty Officers, administers the first two phases of NASHVILLE's Mentorship Program. All mentors are screened for their leadership attributes, positive attitude, proven ability to advance and professionally develop, and are not delinquent in qualifications or physical standards.

PHASE One and Two of the mentorship program share the common goal of providing young Sailors with proactive guidance from experienced leaders and help them choose a successful career path while minimizing risk of misconduct, substance abuse and other career problems. The end game is to have motivated and developed Sailors heading down the path to professional success and increased retention rates of high quality Sailors on NASHVILLE. PHASE Three has a similar motivation as PHASE One and Two, but is tailored to the more seasoned Sailor.

NASHVILLE Mentorship Program Best Practices:

(1) PHASE One of the program has yielded early and measurable returns. At risk Sailors' problems are attacked head on. NASHVILLE has witnessed a dramatic drop in disciplinary cases and nearly zero repeat offenders, and recommends having command's target this group first when initiating a Mentorship Program.

(2) NASHVILLE's Mentorship Program has merged with and directly enhanced all of our Sailor improvement/development programs. Specifically, the New Sailor Assimilation Course (NSAC), Sponsorship, Command Indoctrination, Alcohol DEGLAM and Promotability programs synergize with the mentorship program. The combined payoff forms leaders of tomorrow by setting Sailors up to succeed today, in the Navy and for life.

(3) NASHVILLE's Mentor Training Program is designed around "group" interaction where mentoring styles and best practices are exchanged. Our mentors emerge motivated and with a full bag of mentoring tools.

## **DEGLAM (Alcohol/Drug Deglamorization)**

This program builds on and strengthens the foundation established with the Mentorship Program. NASHVILLE (NSH) built an Alcohol Deglam Program instituted in the following three phases:

a. **PHASE 1** - Education: Every junior Sailor, 25 and under, attended Prevent prior to deployment. Additionally, last October, every NSH Sailor was required to attend a day of training, which included:

- (1) Anger Management
- (2) SAVI
- (3) Sexual Assault
- (4) Alcohol/DAPA/CAAC

b. **PHASE 2** - “Tough Love”: NSH took the gloves off in addressing alcohol incidents. NSH Sailors attended a Command Stand-Down (Oct 02) in which NSH’s policy was spelled out, in detail, to the Command. NSH’s Alcohol Deglam instruction states that any NSH Sailor involved in an alcohol incident (underage drinking, DUI, DWI, Public intoxication, public urination, etc) will:

- (1) Receive a Page 13
- (2) Have recommendation for advancement pulled
- (3) Undergo legal process, at minimum, a DRB

c. **PHASE 3** - Alcohol Deglam Reward Program: NSH established the final aspect of the program based on positive leadership techniques built specifically on peer pressure. The timing of this phase was also significant. Phase two is a “negative” leadership technique, which is effective in swinging the Commands Attitude (pendulum). But, as we all know, a “negative” leadership technique is in reality only effective for a short duration. The net effect; the positive program has kept NSH’s Alcohol Deglam “pendulum” pegged to the right! The mechanics of the program is set up as follows:

- (1) NSH divided its’ Sailors into ~15 competitive teams of 20-30. This was done for equity, and seems to be a number, which minimizes dividing/combining Divisional work centers. NSH recently (since deploying) divided Embarked Marines in to approximately the same number of teams and team size. Now the entire ships company, Ship’s crew and embarked Marines, of approximately 800 personnel have bought in to the NASHVILLE DEGLAM program.
- (2) Any Team, which goes 30 days without an alcohol incident, gets a day off inport and enjoys uninterrupted overseas liberty to include overnight liberty when authorized on deployment. (NSH actually schedules monthly Alcohol Deglam Days, in advance, so Sailors can plan on them).
- (3) Any Team in which a “single” Team member has an alcohol incident, then the entire “team”, and their COC, up to the XO, comes in on the scheduled Deglam day off. On this day, it starts with a 0630 muster, and ends with a 1600 muster. And, the team spends the entire day involved in Alcohol Deglamorization training. It is key here to differentiate between punishments and process improvement. NSH is not bringing in Team members on these designated Alcohol Deglam Days as a punishment, but rather as a means of process improvement. Specifically, Teams are brought together to identify what placed their team member at risk, and what the COC/Team has in place to set up their members for future success.

Think of the peer pressure this builds. NSH has junior Sailors (Deck Department, Engineering, Air Department, etc) talking about this subject to Shipmates before they leave for weekends. The Sailors want the days off, and they understand the cumulative effects of consecutive month’s performance. NSH maintains a status board on Mess Deck! NSH Sailors routinely stop in front of it and point at it. You want to see a group of unhappy Sailors; see the 60 NSH “Team” members, who lose their days off, because a single Sailor made a poor alcohol decision. NSH has Shipmates talking to Shipmates! And, it works!

Consider the group (Teams) we have standing at attention at 0630, on one of the Alcohol Deglam Days, vice enjoying the day off or liberty in a foreign port. They are not pleased, and do not want to repeat the

day of alcohol training. Since Oct 02, the largest number of Teams we've had in attendance on our Alcohol Deglam Days was two teams. Therefore over 80% of NSH's crew is off on each of these targeted days off. (A positive program that benefits, vice punishes, the many). Note: Our first words to these teams standing at attention at 0630, who many times are not real thrilled about being part of the 20% (or less) that is not off for the day is; "This is a success story. Today over 80% of the crew is off. And, as a Command, NSH has virtually eliminated all alcohol and drug related incidents. We tell them that we're not there on these Alcohol Deglam Days to talk to the couple individuals who actually had the alcohol incident(s) remember, (we took the gloves off with those folks, in phase two). They've been addressed! The purpose of attending the Alcohol Deglam Day is to talk to the Team members. Because, somewhere on that team is probably the Shipmates (therefore, by definition, the friends) of the individuals. And, on this Team is the immediate COC of the individuals. And, if the Shipmates, or, the COC did not involve themselves in the process (when they heard their Shipmate talk about tying one on, or going drinking without a duty driver, etc) then they were part of the problem, and not the solution.

Bottom line: NSH has developed a lot of Sailors who are part of the Alcohol/Drug Deglamorization Solution. NSH has not had an alcohol incident in over 6 months! And, just as important is the fact that "all" types of incidents have reduced. Why? Because sailors are making smart decisions before they drink, and a lot fewer sailors are making dumb decisions after they drink. Therefore, NSH has seen zero SAVI, FAP incidents, while all mast cases have been reduced by 50%.

### **Drug positives**

Nashville has had zero drug incidents since Oct 02. NSH Sailors have no desire to use drugs because they are educated and have set personal and professional goals to succeed in their Naval Careers and Life. NSH does not have a Drug Deglamorization Program, because there are no second chances for drug use. And that's what we tell the sailors. During Command Indoc, every Sailor is told this, and then told to close their eyes and visualize the one person who was really proud of them when they joined the Navy. Then to picture the same person when the Sailor has to pick up the phone and tell that person that they are being kicked out of the Navy with an OTH for drug use. Simple enough, and the message is clear. And, as stated, there has not been a drug pop in NSH since Oct 02. NSH exceeds Urinalysis Testing requirements by conducting "Random Tests" on 25% or more of the crew every month and two or more Unit Sweeps per year. In the last nine months x2 unit sweeps and x9 consecutive months of 25%+ urinalysis testing has resulted in not one "positive urinalysis". It would be easy to just say these results were the direct fall out of an aggressive drug testing program, but that would be too easy and un-true. The fact is we use the random urinalysis tool in a very overt fashion to let the Sailors know we will find them if they use drugs, and they will have to make that "tough" phone call!